GUAM A-76

Pacific Ocean

Hawaii

Guam

Diego Garcia

Indian Ocean

Distance from :

- CONUS (San Francisco): 5,800 mil
- Honolulu: 3,700 miles
- Tokyo: 1,500 miles
- Taiwan: 1,400 miles
- Manila: 1,500 miles
- Seoul: 2,000 miles

GUAM A-76 SCOPE

CHALLENGES:

- Largest A-76 study in Navy
  - 2300 FTEs
- Most complex A-76 study
  - Regional/5 Activity Commands
  - 15 Annexes/69 Functions
- Incl mixed funded activities
  - NWCF
  - MWR (NAF)
  - RMS (O&MN)
- Concurrent w/BRAC, ICC, Regionalization, Util Priv
- Remote location

Population served
1000 afloat
2800 ashore
3500 dependents

Facilities
2350 FH units
9.7 M SF
13,000 FB

Ordnance moved
7228 issues
3,200 short

Ship visits
825 port days

Typhoons
2.5 each

RESULTS

- **Completed in 28 months**
  - **3 Unforeseen delays**
- **Protests (None)**
  - **$1-$5 Million/proposal**
- **Appeals (One)**
  - **Employee Union**
  - **Denied**
- **$3,300/FTE**
  - **Incl bust by MEO vendo**
  - **Navy recovery team**

Awarded to Raytheon, Inc

- Fortune 500
- ISO 9000 Certified/24 mos
- $329 mil/7.5 yrs proposal
- $686 mil below FY97 base
- $281 mil below MEO
- 4/7/00 full performance
- 4/17/00 Kittyhawk visit

LESSONS LEARNED

WHAT WENT RIGHT?

- Clear goals
- Integrated study
- Integrated team
- Action driven
- Innovations

WHAT WENT WRONG?

- Ownership Responsibility
- Shortcuts
- Lack of Documentation
- Onsite KO authority
- IR Process Redundancies

CLEAR GOALS

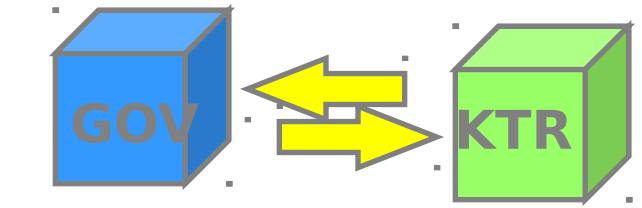
- **A-76 IS ALL ABOUT DECISIONS**
- **NEED CLEAR COMMON GOALS**

GUAM A-76 Goals

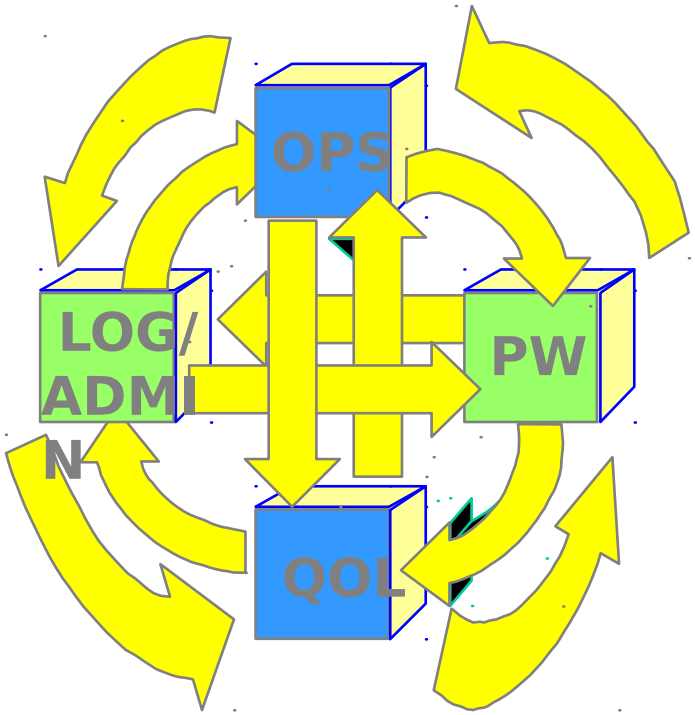
- Regional study, maximum participation
- Conduct study on level playing field
  - Navy wins regardless of outcome
- Maximize savings while supporting mission
- Full performance FY00

INTEGRATED STUDY

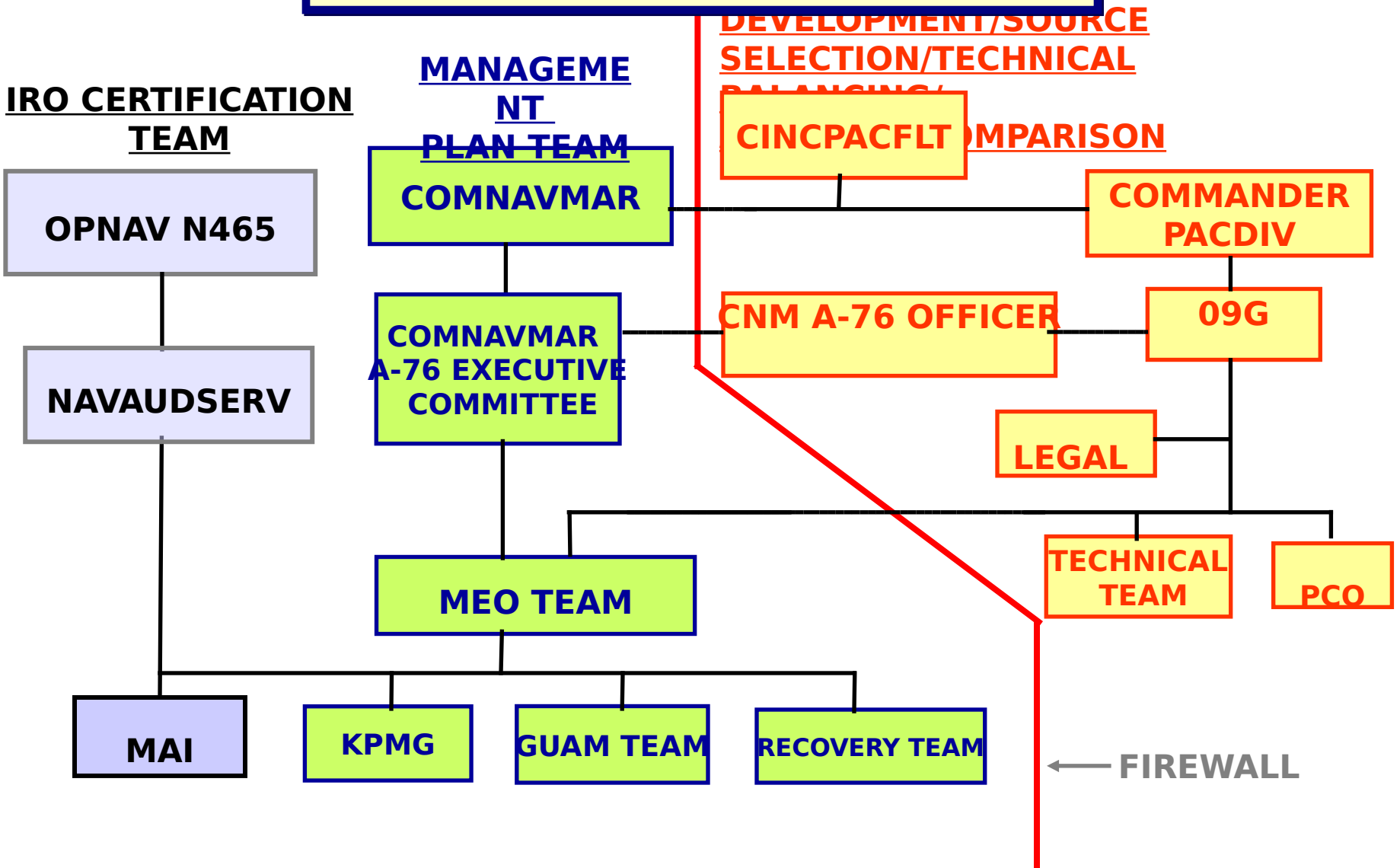
- More flexibility to innovate = greater savings
- Single Contracting Officer
  - **Less contracting staff**
  - **Single warrant**
- Smaller residual organization for management and oversight
- Clear Command and Control accountability
- Faster and less cost to complete study



VS



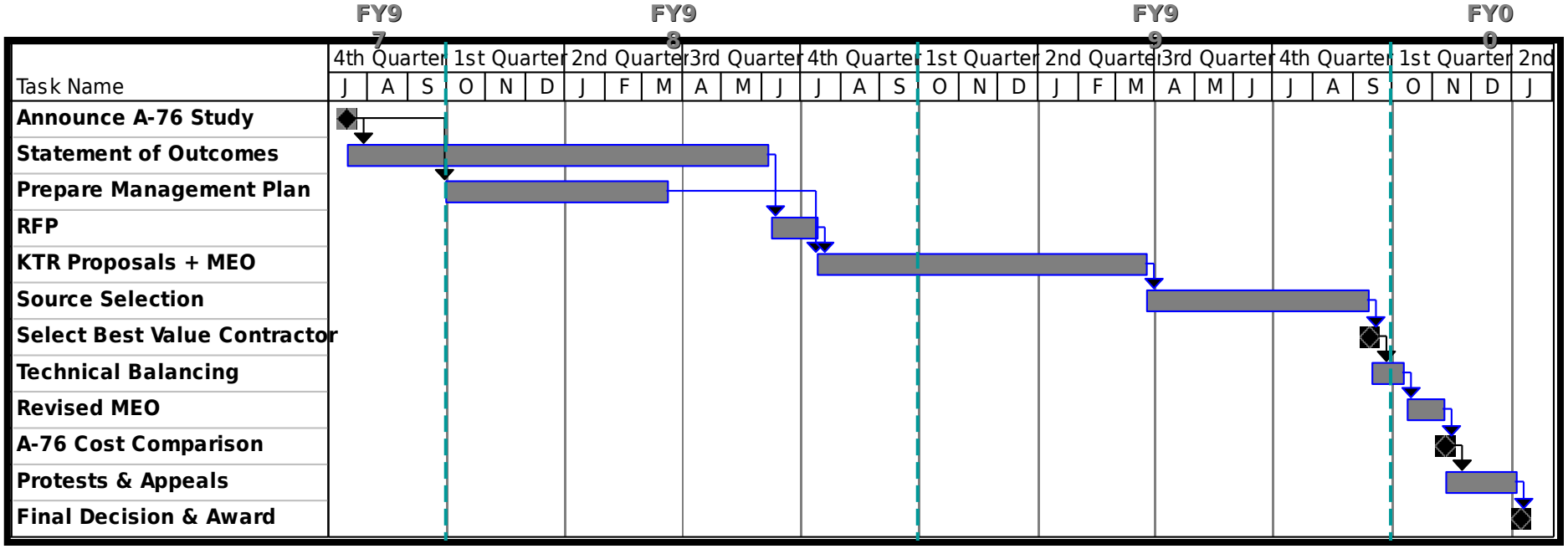
INTEGRATED TEAM



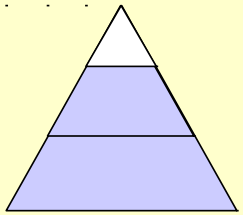
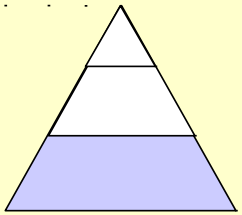
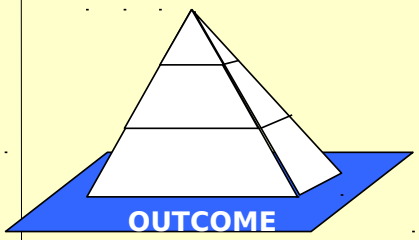
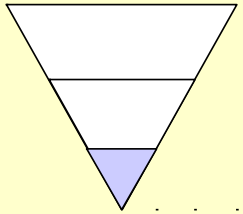
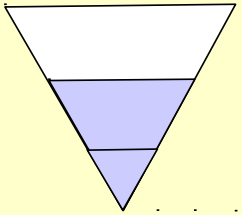
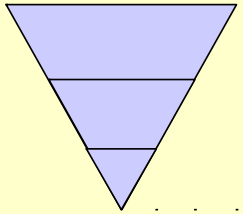
ACTION DRIVEN

- **Detailed POAM**
- **Changes require 0-7 and higher approval**
- **Defined roles and responsibilities**
- **Weekly sitreps**

- Announced to Congress 7/15/97
- Tentative decision announced 11/9/99
- Final decision announced and contract awarded 1/7/00



INNOVATION
OUTCOME-BASED SPECS

	Prescriptive	Performance	Outcome
Government Actions COST HOW WHAT			
Contractor Actions WHAT HOW COST			
Summary	•Gov't provides What/How/How Much •KTR simply acknowledges and offers price	•Gov't provides What •KTR provides How and offers price •"How" is incor-porated into KT	•Gov't provides Outcome •KTR develops What, How, and offers price •"What & How" are incorporated into KT